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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

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AGDA (M) (2 May 70)

FOR OT-UT-701249

19 May 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 38th Artillery Brigade, Period Ending 31 January 1970 (U)

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 38TH ARTILLERY BRIGADE (AD)
APO SAN FRANCISCO 96570

EAAB-CP

15 February 1970

SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for Period
Ending 31 January 1970, RCS CSFRCR-65 (RL) (U)

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1. (C) Section 1. Operations: Significant Activities.

a. (U) The organizational structure of the 38th Artillery Brigade is indicated in Inclosure 1. The Brigade and its five subordinate battalions are presently organized under TCE 44-002E, MTCE 44-002E, TCE 44-236D, MTCE 44-236D, TCE 44-237D, MTCE 44-237D, TCE 44-536F, MTCE 44-536E, TCE 44-537F and MTCE 44-537D.

b. (U) The new Brigade G-series conversion authorization documents (MTCE 44-002G, MTCE 44-236G, MTCE 44-237G, MTCE 44-536G and MTCE 44-537G) have been submitted to higher headquarters. Functional operation under these documents will be effected upon DA approval.

c. (C) Brigade Operations: Significant Activities.

(1) (U) Intelligence and Security.

(a) Remote site locations and delays in communications impair rapid reporting of serious incidents. As a result, special emphasis has been necessary to insure correct, efficient and timely reporting procedures. This increased emphasis has reduced time lags in the reporting of serious incidents and has enabled command personnel to take appropriate action rapidly and effectively.

(b) Current intelligence information is being made available to battalion commanders which will assist them in the evaluation of local events. Intelligence bulletins, summaries and trend reports are now disseminated to battalion level. This information will assist battalion commanders in the accomplishment of their tactical mission. Additionally, the Brigade S2 section is currently evaluating the feasibility of publishing periodic intelligence summaries to provide supplemental information to subordinate units.

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(2) (U) Aviation Section. The following reflects action taken on operational mission requests which were submitted to the 38th Artillery Brigade (AD) Aviation section during the reporting period:

	<u>MISSION REQUESTS</u>	<u>FLAWN</u>	<u>DISAPPROVET</u>
<u>NOVEMBER</u>			
38th Arty Bde	114	72	22
Forwarded to EUSA	20	13	7
<u>DECEMBER</u>			
38th Arty Bde	111	73	16
Forwarded to EUSA	22	20	2
<u>JANUARY</u>			
38th Arty Bde	106	75	11
Forwarded to EUSA	20	19	1
<u>TOTAL FOR QUARTER</u>			
38th Arty Bde	331	220	49
Forwarded to EUSA	62	52	10

(3) (U) Eighth US Army Special Sea Range. Annual Service Practice was conducted at Sea Range during the period 12 September 1969 through 2 January 1970. All US and ROKA HANK and Nike Hercules units participated in the firings. The Redeye missile was fired at Sea Range on 9 and 16 January 1970 by units of the US I Corps (Group). The target used for the Redeye firing was the Firebee/Towhee, specially equipped with an infra-red source. All Sea Range tactical equipment has been removed from Sea Range and returned to the units to which assigned. The Sea Range camp is presently unoccupied, with security being provided by Korean contract guards.

(4) (U) Free Issue CMRA Long Stack. Upon receipt from Eighth Army of the CMRA Long Stack listing of items available in Okinawa and Japan, this Brigade obtains punch cards for requisitioning of such items. Coordination has been made with A Company, 55th Maintenance Battalion for preparation of the punch cards. To date the Brigade has received tool components and kitchen equipment.

(5) (C) AN/MSQ-4 Fire Distribution System. The substandard maintenance condition of the Operations Central AN/MSQ-28B was discussed in the report for the last quarter. An intensified renovation program is presently underway on the AN/MSQ-28B equipment at both ADCPs. In-house materials and talent are being used to the maximum extent possible for this program.

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Ending 31 January 1970, RCS CSFR-65 (RI) (U)

(6) (C) Communications. It was stated in the Operational Report - Lessons Learned for the last quarter that the lack of secure communications equipment with the 38th Brigade is an area which must be given high priority. Secure voice equipment TSEC/KY-P had been requested in a letter to EUSA on 9 May 1969. Eighth Army's endorsement of the last report indicated concurrence and stated that an emergency authorization request should be submitted for such equipment. An emergency authorization request for TSEC/KY-P equipment was submitted to Eighth Army on 31 January 1970 by the 38th Brigade. It is recommended that highest priority be given to this authorization request and subsequent requisitions for secure communications equipment.

(7) (C) Tactical Operations

(a) The 38th Artillery Brigade (AD) is under operational control of CNAF. The Army element of the Tactical Air Control Center at Ceon Air Base is responsible for command and control of US and ROK Army Air Defense units within the Republic of Korea.

(b) Fire Unit Status. US Nike Hercules units are scheduled so that there are two units at fifteen-minute status, two units at one-hour status, one unit at three-hour status and one unit at maintenance status. Status is changed weekly, with Hercules units being scheduled for maintenance status every sixth week. US HAWK batteries normally change status every three days. Once every eight weeks each HAWK battery is placed on maintenance status for a period of seven days. During normal operations, six HAWK batteries are at fifteen-minute status and four are at one-hour status. Four batteries are at three-hour status and two are released for maintenance. Early morning watch is that period from one-half hour prior to Beginning Morning Nautical Twilight to three and one-half hours after BMNT. During early morning watch, three batteries are increased to five-minute status. An additional four batteries are at fifteen-minute status, four at one-hour status, three at three-hour status and two are released.

(c) ADA Response. During the reporting period, the combined Hercules and HAWK defense responded eight (8) times to North Korean tracks and five (5) times to unknown tracks. In each case, at least two units at fifteen-minute status were increased to five-minute status. In most cases, one Hercules unit and two HAWK batteries were brought to five-minute status in response to each track. The number of batteries affected depended upon the magnitude of the threat and the proximity of the fifteen-minute batteries in relation to the tracks.

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SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for Period
Ending 31 January 1970, RCS CSPOR-65 (R1) (U)

(8) (U) Brigade Operations Conference

(a) Air defense exercises have provided excellent training for both air and ADA forces. The Brigade participates in Navy Commando Tiger exercises each month and battalion air defense exercises are also conducted regularly. This type of training has pointed out the need for coordination and cooperation between all units and control centers both during and after the exercises. On 6-7 Jan 70, the Brigade S3 hosted an Operations Conference in order to resolve the following problems which had been identified during ADXs:

(1) AADCPs should place increased emphasis on the necessity for re-engagement of multiple tracks.

(2) There was no procedure by which units could render timely reports of engagements and types of missiles expended to the AADCPs and TACC.

(3) Units should report plot-tell on tracks which they are able to acquire and track after the AADCPs and TACC have lost contact.

(4) After-action reporting was less than satisfactory. Reporting was frequently not in compliance with the Brigade's Tactical SOP.

(5) There was a need to emphasize the importance of ADXs at all levels of command and control.

(b) The conference was attended by representatives from the Brigade element of the TACC, AADCPs and detachments, US Bn OCs, 314th Air Division Operations Section, and 1st ADA Brigade (RCK). The mutual exchange of information by representatives at the conference was successful in reducing or eliminating each of the aforementioned problems. It is anticipated that such conferences will be held on a periodic basis in order to maintain the present spirit of cooperation between command and control elements within the air defense system.

d. Battalion Operations: Significant Activities

(1) (U) 7th Battalion (HAWK), 2d Artillery

(a) During the reporting period all firing batteries of this battalion successfully completed Annual Service Practice. All four batteries were Honor Batteries, i.e., ASP scores in excess of 95%. It is anticipated that the experience gained by the participating personnel will greatly enhance operations.

(b) During the reporting period two line batteries successfully passed Eighth Army CMIs. Battery C was inspected on 24 November 1969 and Battery A was inspected on 9 December 1969.

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(c) Battalion Air Defense Exercises continue to be scheduled semi-monthly. The exercises are beneficial in providing operator, crew, and GFC training on a battalion-wide basis.

(d) The Battalion Operations Central has been in tactical operation during the reporting period. Action is being taken to enlarge the manual war room. Utilisation of an improved internal communication system in conjunction with the enlarged war room will increase the efficiency of the Operations Central.

(e) The Radar Signal Simulator Station (AN/TFQ-21) remained non-operational during the entire reporting period. An oscilloscope needed to integrate the simulator into the HAWK system was recently received. It is anticipated that the simulator will be operational in the very near future.

(2) (U) 7th Battalion (HAWK) 5th Artillery

(a) USARFAC Combat Readiness Evaluations were conducted at three firing batteries during the month of November. The results are indicated below:

12 Nov 69 - Battery C - Combat Ready
Fire Control Crew Performance - Superior
Launcher Crew Performance - Superior

16 Nov 69 - Battery D - Limited Combat Ready
Fire Control Crew Performance - Superior
Launcher Crew Performance - Superior

17 Nov 69 - Battery B - Limited Combat Ready
Fire Control Crew Performance - Unsatisfactory
Launcher Crew Performance - Satisfactory

(b) The 38th Artillery Brigade conducted CREs during the month of November with the results as indicated below:

2 Nov 69 - Battery C - Limited Combat Ready
Fire Control Crew Performance - Superior
Launcher Crew Performance - Superior

3 Nov 69 - Battery D - Limited Combat Ready
Fire Control Crew Performance - Superior
Launcher Crew Performance - Superior

4 Nov 69 - Battery B - Limited Combat Ready
Fire Control Crew Performance - Unsatisfactory
Launcher Crew Performance - Satisfactory

25 Nov 69 - Battery B - Limited Combat Ready
Fire Control Crew Performance - Satisfactory
Launcher Crew Performance - Satisfactory

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(c) During November the battalion conducted Command Inspections of all batteries in order to prepare for the Annual General Inspection scheduled in December. All batteries completed the Gas Chamber and CBR Proficiency tests satisfactorily during the second and third weeks of the month.

(d) A portion of Company B, 44th Engineer Battalion was attached to Battery B on 24 October 1969 to perform emergency road repairs. A shortage of equipment and materials and poor weather hampered progress and allowed the platoon to complete only one ford. Company B departed on 20 November and Company C arrived the same day to assume the same mission. A memorandum from the Chief of Staff Eighth Army on 4 December 1969, redirected the construction priorities toward the erection of two relocatable buildings in the battery administrative area. Weather has hindered progress; however, the buildings should be completed by 1 March 1970.

(e) Headquarters Battery was given a Brigade Command Inspection on 1 December 1969. The overall result was satisfactory with motors and supply indicated as areas needing improvement.

(f) During the period 8-15 December 1969 all units of the battalion were given the Eighth Army Annual General Inspection. The results for each unit were as follows:

Battalion Headquarters	Superior
Headquarters Battery	Satisfactory
Battery A	Superior
Battery B	Superior
Battery C	Excellent
Battery D	Excellent

(g) The Battalion Commander presented three plaques commemorating the battalion's seventh anniversary in the Republic of Korea and the excellent relationships between the battalion and the local military and civilian leaders. The plaques were presented to Lieutenant General Yoon, Commanding General, II ROK Corps; Governor Won of the Province of Kan Won Do; and Mayor Won of the City of Chun Chon.

(h) On 23 January 1970 Battery A received a satisfactory Eighth Army Command Maintenance Management Inspection. This inspection completed the battalion's FY70 CMMI schedule from Eighth Army.

(i) Five officers, representing each firing battery and the battalion S4, attended the Eighth Army Property Book Course during the first week in January 1970.

(j) All units in the battalion participated in Commando Tiger exercises on 12-13 January 1970. Ground defense forces were deployed as one phase of the exercise and excellent training was obtained in use of the automatic fire distribution system in the exchange of data between the BnOC and the Battery Control Centrals.

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(k) During January the battalion experienced a turnover of personnel in the HAWK operator MSSs. The impact on training was great and is reflected in the results of battalion and brigade Combat Readiness Evaluations listed below:

BATTERY	DATE	INSPECTION CONDUCTED BY	RATING
A	9 Jan 70	Battalion	NCR /Unsat /Sat
	13 Jan 70	Battalion	NCR /Sat /Sat
	20 Jan 70	Brigade	LCR /Sur /Sur
B	16 Jan 70	Battalion	NCR /Sat /Not Rated
	19 Jan 70	Battalion	NCR /Unsat /Unsat
	22 Jan 70	Brigade	NCR /Sat /Sat
	27 Jan 70	Battalion	NCR /Sat /Unsat
C	13 Jan 70	Battalion	NCR /Sat /Unsat
	25 Jan 70	Battalion	NCR /Unsat /Sat
	28 Jan 70	Battalion	NCR /Unsat /Sat
	29 Jan 70	Brigade	NCR /Sat /Sat
	30 Jan 70	Battalion	NCR /Not Rated /Overtime
	30 Jan 70	Battalion	NCR /Sat /Sur
D	11 Jan 70	Battalion	NCR /Unsat /Sat
	21 Jan 70	Brigade	NCR /Unsat /Sur
	29 Jan 70	Battalion	LCR /Unsat /Sat

(3) (U) 4th Battalion (HERC), 44th Artillery

(a) The batteries completed the occupation of all Maximum Security Areas (MSA) as of 14 December 1969. These areas provide increased safety and security for the weapons at all sites.

(b) The Radar Signal Simulator Station (AN/MPC-T1) was scheduled to be operational in December 1969 in conjunction with the Eighth Army Fire Control Maintenance Float System. Although present battalion policy dictates that no components of the float be removed for support of the firing batteries, operational necessity has required removal of components in a few instances. The continual parts problem has delayed the operational capability desired. Presently all missing components are on valid requisition and listed on the AMC 100 Report and it is hoped the float will be operational within 2 weeks of receipt of the parts.

(c) The Fire Control System grounding problems at Battery A, reported in the November 1969 Operational Report - Lessons Learned, have been corrected by MICOM Technicians. There has been a significant decrease in the cut-of-action time during this reporting period.

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(d) The Maintenance Float ABAR (AN/FPS-71), referred to in the November 1969 Operational Report - Lessons Learned, is still not operational as a result of non-availability of repair parts; however, these parts are on valid requisition. On 23 January 1970, the AN/GSS-1 Radar components were removed from their mobile van and installed in the ABAR building adjacent to the Battalion Operations Central. The AN/GSS-1 components were successfully interfaced with the ABAR Antenna System and became operational on 24 January 1970. This was accomplished by feeding the output of the AN/GSS-1 into the unused input to the AN/FPS-71 Wave Guide Switch and rotating the switch to the dummy load. This automatically switches the other portion of the wave guide into the antenna. The effectiveness of the AN/GSS-1 was limited because of a poor location, whereas the ABAR is sited on the best area available. The installation was accomplished with material on hand and without modification to the equipment. Additionally, the installation does not impair the use of the ABAR System as a maintenance float for which it was originally intended.

(e) On 29 January 1970, the quarterly rotation of the Infantry battalion in support of the 4th Battalion (HERC), 44th Artillery was completed. The mission of site security for the Hercules firing batteries is now assigned to 1st Battalion 31st Infantry. The previous support provided by 3d Battalion, 32d Infantry had been characterized by outstanding cooperation and performance.

(4) (U) 6th Battalion (HAWK), 44th Artillery

(a) The Brigade Commander, Brigadier General CJ Le Van, made his initial visit to the Battalion Headquarters on 6 November 1969. General Le Van returned to Reno Hill on 8 January 1970 when he presented SGT Willie Andrews of Headquarters Battery with the Soldiers Medal. CSM Guy H. Jones assumed the duties of Battalion Command Sergeant Major on 1 December 1969. During the reporting period new Battery Commanders assumed command of all firing batteries within the Battalion. On the 10th and 11th of December 1969 the battalion participated in Air Defense Exercise (ADX) Commando Tiger. The double chain link fence project at Battery C has been completed. The perimeter lighting on the Tactical Sites has been installed but the necessary power plants are still not available.

(b) This Battalion conducted Command Inspections of the following batteries during the reporting period

19 November 1969	Battery C
26 November 1969	Headquarters Battery
29 November 1969	DSP
5 December 1969	Battery B
12 December 1969	Battery A
11 December 1969	Battery D
23 January 1970	Battery C

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(e) The following Combat Readiness Evaluations were conducted:

<u>BATTERY</u>	<u>DATE</u>	<u>INSPECTION CONDUCTED BY</u>	<u>RATING</u>
A	7 Nov 69	Brigade	LCP/Sat
	28 Nov 69	Battalion	NCP/Fat
	22 Dec 69	Battalion	LCR/Unsat
	8 Jan 70	Brigade	LCR/Sat
	19 Jan 70	Battalion	NCR/Fat
B	9 Nov 69	Battalion	NCR/Unsat
	13 Nov 69	Battalion	LCR/Sat
C	23 Dec 69	Battalion	NCR/Unsat
	9 Jan 70	Battalion	NCR/Unsat
	26 Jan 70	Brigade	LCP/Sat

(d) Military Intelligence inspections were conducted by Company B, 503d M.I. Battalion of Battery B on 30 October 1969 and at Battery C on 18 November 1969. Both units received satisfactory ratings.

(e) Annual Service Practice at Eighth U.S. Army Special Sea Range was completed on 22 November 1969 for units of this battalion. Battery D was designated as Honor Battery. Results were as follows:

<u>UNIT</u>	<u>DATE</u>	<u>RESULTS</u>
Battery A	22 November 1969	93.25%
Battery D	21 November 1969	96.55%

(f) The following Eighth U.S. Army CMMIs were conducted during the reporting period:

<u>UNIT</u>	<u>DATE</u>	<u>RATING</u>
Battery A	6 November 1969	Satisfactory
Battery B	20 November 1969	Satisfactory

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(5) (U) 2nd Battalion (HAWK), 71st Artillery

(a) A "Best Battery" award program was initiated during the past reporting period. It was established to improve unit effectiveness, efficiency and morale through competition and to recognize accomplishments in operation and mission. The award criteria was developed to assist the units to maintain a better posture of material and administrative readiness for inspections. There has been a noticeable improvement in most areas throughout all units during the past quarter.

(b) Area security at OC 71 was improved by the completion of a double chain link fence.

(c) The Battalion has improved their AN/TPQ-21 Target Simulator training program by moving the equipment to a different tactical site each month. Using this method, each battery will practice with its own equipment and share the burden of equipment upkeep. In addition, the training is more concentrated because handicaps of transportation and scheduling are eliminated. The most important result is the increased confidence the personnel have gained in their ability to work as a team and their understanding of the capabilities of the HAWK system.

(d) Battery A completed a community relations project in which they leveled a large track of land for a local girls middle school at Kimro-Cp.

(e) Site hardening and construction, although severely restricted by cost reduction policies, continued this reporting period. Battery A completed three cement structures, a maintenance workshop and two launcher section J Boxes. C Battery completed a new ready building. The structures improved troop morale by providing excellent protection from the cold winter weather. All units are nearing completion of ground defense positions.

(f) Operations Central personnel have begun visiting the other tactical sites on their time off. This creates a better working relationship between the OC and the units, by developing an understanding of what each must accomplish and the environment in which they work. The knowledge gained by becoming acquainted with the TCAs and operators' duties, responsibilities and problems are of significant value during daily system integrations and Air Defense Exercises.

(g) The following inspections were conducted by this battalion:

Command Inspections:	HC Battery	5 Dec 69
	Battery A	12 Dec 69
CMMI:	HC Battery	6 Dec 69
	Battery A	13 Dec 69

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(h) The following Combat Readiness Evaluations were conducted by USARPAC:

Battery C	11 Nov 69	NCR/Unsat/Unsat
Battery A	15 Nov 69	LCR/Sat/Sat

(i) The following Combat Readiness Evaluations were conducted by the 38th Artillery Brigade (AD):

Battery B	15 Nov 69	LCR/Sup/Sup
Battery C	24 Nov 69	LCR/Sat/Sat

(j) The following Combat Readiness Evaluations were conducted by the battalion CRE team:

Battery A	22 Dec 69 27 Dec 69	LCR/Unsat/Sat LCP/Sat/Sat
Battery B	13 Nov 69 15 Nov 69 8 Dec 69 18 Dec 69	LCP/Sup/Sup LCP/Sup/Sup NCP/Sat/Unsat LCR/Sat/Unsat
Battery C	14 Nov 69 18 Nov 69 24 Nov 69 2 Dec 69 4 Dec 69 11 Dec 69	LCR/Unsat/Sup LCR/Sat/Sat NCR/Sat/Sat NCR/Unsat/Sat NCR/Sat/Sat LCR/Sat/Sat
Battery D	10 Nov 69 13 Nov 69 24 Nov 69 3 Dec 69 17 Dec 69	LCP/Sat/Sat NCP/Unsat/Sat LCR/Sat/Sat NCR/Sat/Sup LCR/Sat/Sat

2. (U) Section 2, Lessons Learned: Commander's Observations, Evaluations and Recommendations

a. (U) Personnel: Sentry Dog Handlers.

(1) Shortages of key personnel such as sentry dog handlers have an adverse effect on site security. Because of such a shortage, this headquarters initiated an emergency requisition for ninety (90) trained sentry dog handlers during the fourth quarter, CY69. Although this action alleviated the immediate problem, there will be a reoccurrence annually as these personnel DEROS during a short period of time.

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(2) Evaluation: The Brigade is authorized a total of 156 dog handlers. In-country training of dog handlers by the 820th Military Police Platoon (Dog) normally qualifies from five to ten handlers per month, but this source alone is not sufficient to meet the Brigade's demand. The situation becomes even more critical when a large requirement occurs in a relatively short time frame. A great dependence must be placed on the timely receipt of MOS-trained dog handlers to satisfy the anticipated needs.

(3) Recommendation: That appropriate agencies take action to preclude another critical shortage of dog handlers.

b. (U) Operations:

(1) Winter Driving Hazards at ADA Tactical Sites.

(a) The presence during winter of snow and ice on ADA tactical site access roads often makes it virtually impossible to move towed loads to and from the sites.

(b) Evaluation: In areas of severe winter weather and inferior road conditions, the movement of towed loads must be limited to emergency and wartime requirements only. Even with experienced drivers, poor road conditions, grades and curves increase the tendency toward "jack-knifes" when a heavy load is coupled to a prime mover. Braking a heavily loaded truck or heavy-framed vehicle (e.g., five ton wrecker) is also extremely difficult. For reasons of personnel safety and equipment protection every effort should be made to avoid the use of long wheelbase trucks and the movement of towed loads when these conditions exist.

(c) Recommendation: Under the described conditions, consideration should be given to the helicopter movement of tactical equipment necessary to maintain an operational status. When operational capabilities will be affected while awaiting the availability of air support, the resulting degradation must be weighed against the degree of risk to both personnel and valuable equipment if more expedient methods are chosen.

(2) (U) HAWK March Order Procedures

(a) Observation: A training program on equipment march order and convoy procedures in conjunction with State VII time has proved to be of substantial value.

(b) Evaluation: A number of procedural shortcomings and maintenance problems have been isolated. Units found it to be more efficient to figure-eight data and power cables in the immediate vicinity of the equipment with which the cable is carried. Previously, all cables were coiled at the BCC. March order exercises reemphasized the need for proper vehicle maintenance. Regularly scheduled inspections cannot discover all of the maintenance problems on tactical site vehicles unless the trucks are road tested periodically. The need for parts such as brake linings and safety chains for generator trailers was reemphasized. Few trailer mounted generators were able to move due to this problem. The program also insures that newly assigned personnel gain experience in the displacement of HAWK fire units.

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Ending 31 January 1970, RCS CIVIC AF (R11) (1)

(c) Recommendation. That HAWK units exercise vehicles periodically to insure that tactical displacement may be accomplished.

c. (U) Training. Air Defense Systems Integration

(1) Observations: Integrations have proved to be time consuming, of poor quality and occasionally unsuccessful. Many of the problems resulted from a general lack of knowledge and experience on the part of CO and battery operators.

(2) Evaluations: Due to the above shortcomings, the Battalion Operations Officer has begun a policy of unannounced integrations. Batteries must be prepared to integrate any time during a given period. A procedure has been established whereby voice communications over TC lines is non-existent. The person monitoring the lines is responsible and required to perform the integration. As a result of the greater emphasis placed on integration, fewer problems have been encountered because battery and CO personnel are prepared and better informed of their duties. Indirectly, standards for VHF operators have improved. There are fewer delays due to poor ADL and/or communications. When problems do arise, the existing procedure have improved to the point that delay is held to a minimum.

(3) Recommendation. Familiar training procedures could be adopted by other ADA units to improve the capability of the Battalion Operations Central to function efficiently.

d. (U) Intelligence None

e. (U) Logistics

(1) Coordination. Procedures for Design and Construction of Specialized Tactical Structures.

(a) Observation. Considerable difficulty may be encountered in performing regular maintenance procedures on missile radar equipment. This is due to high altitude, wind, precipitation and exposed positions required by the equipment.

(b) Evaluations. Since all-purpose shelters are not readily available in Korea, a number of sites have initiated a program for the construction of protective shelters. These shelters, constructed basically from cement, concrete block and plywood, enclose the base of the radars and allow the antenna to rotate. These shelters have proven beneficial to the technician in the performance of his required tasks. The coordination required is between the battery and its supporting Facility Engineer. The battery must obtain approval for the project from the Facility Engineer. Next, the design phase requires close coordination between both parties. The battery provides the Facility Engineer requirements and data pertaining to the equipment's physical characteristics. Finally, the Facility Engineer provides material and construction advice and the battery constructs the shelter.

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(c) Recommendation: That ADA tactical sites exposed to climatic extremes be improved whenever feasible by the construction of protective shelters.

(2) Distribution of Large Numbers of Diesel Generators Received under the Closed Loop Program.

(a) Observation: The efficient and expeditious processing, handling and distribution of vital power equipment throughout the five missile battalions in this Brigade presents a large number of problems in quality control, inspection, correction of shipping damages and determination of issue priority. The problems are magnified when it is necessary to distribute a large volume of equipment received under the closed loop program.

(b) Evaluation:

(1) A highly controlled program must be developed to monitor the receipt, inspection and issuing of bulk generator assets. A chronological list of pertinent considerations for such an undertaking would include the following:

(a) List the old assets to be replaced using accumulated hours, condition of generators and other criteria deemed important.

(b) Determine from the preceding list the most suitable distribution throughout the battalions.

(c) Continuously monitor quality control and repair of new sets.

(d) Establish a source of supply for expeditious repair.

(e) Develop a system for expediting movement of generators into the battalions.

(f) Provide a controlled program for replacement of needed parts from assets to be turned in to assets to be retained, with like item replacement of parts used.

(g) Record serial numbers of new assets to monitor their future performance.

(2) The program described above was implemented in the Brigade as follows:

(a) A list was compiled, based on accumulated hours, of all 45KW/400CPS generators in the Brigade. This information was forwarded to Eighth Army Depot Command as requested by msg, Unclass EA93422 GL-MEM, dtd 6 Nov 69, concerning the criteria by which generators would be replaced in the 38th Brigade.

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(b) Selected engineer personnel from each of the DPPs were placed on temporary duty at ASCOM Depot to assist the Quality Control Section in processing the incoming generators. This was done to expedite the movement of generators into units of the Brigade. The engineer personnel were monitored by a representative from MECOM.

(c) Minor repairs were made to the rebuilt generators as they were being processed. Parts required to effect repair were force-issued from the HAWK Missile Support Element. Parts usage was divided evenly between battalions for future requisitioning by them to cover the forced-issue quantities. This was done to provide each unit with an established usage factor for FLLs.

(d) The total number of generators available for issue in this segment of the closed loop program was approximately seventy (70). The issue of these generators was arranged so that each battalion received five (5) generators, in turn, until the total quantity of assets was exhausted. Total quantities issued to each battalion were based upon the number of generators in the battalion which met the Depot Command's criteria and upon the number of non operational generators.

(e) Each battalion S-4 was authorized by the Brigade S-4 to effect controlled replacement of parts from the generators to be turned in with the provision that all parts removed from generators would be replaced with a like item before turn-in.

(f) A record was maintained of the serial numbers of the new and rebuilt generators issued to the battalion. This information was recorded for possible future use with respect to equipment performance.

(g) Recommendation: That higher headquarters consider the establishment of a program, a system, or specific procedures designed to deal effectively with the inherent problems of high-volume closed-loop operations.

(3) Laundry Service for KATUSA Personnel

(a) Observation: Free laundry service for KATUSA personnel at their assigned station or through PX Concession Services is no longer available. Under current procedures, laundry for KATUSA personnel is transported to ASCOM. For many units of this Brigade, the time required for KATUSA laundry service is now a week or more.

(b) Evaluation: The new plan for laundry service is both impractical and demoralizing. US soldiers rarely are expected to have enough clothing and uniforms to last for an entire week, and the same policy should apply to KATUSAs. It is evident that the standard of personal appearance and the morale of KATUSAs will be greatly lowered by the continuation of these new procedures.

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(c) Recommendation: That the KATUSA laundry service be closely re-examined and that more efficient procedures be established for laundry transportation, handling and cleaning. The inherent delays in the movement of laundry from remote site locations to collecting points must be given strong consideration when designing an adequate and efficient program.

(4) "Fill or Kill" Requisition Procedure

(a) The "Fill or Kill" method of handling requisitions has resulted in the inefficient use of manpower and transportation support.

(b) Evaluation: Under the "Fill or Kill" system, if a requisitioned item is out of stock the requisition is cancelled. It is then necessary to resubmit another requisition immediately either to indicate "good management" for inspection purposes or in the event that the item has become available at the supply point. Time is wasted and resources are improperly utilized by putting parts on requisition repeatedly and then transporting the requisition to the supply point on the date it is written.

(c) Recommendation: That the presently used "Fill or Kill" system be discontinued. A valid requisition should be allowed to remain in the supply system for a reasonable length of time prior to being cancelled. In short, "supply economy" must first be practiced within the supply system itself.

(5) Cost Reduction Program

(a) Observation: Sound cost reduction programs at battalion level have been necessary because of widespread fund shortages. However, the effects of reductions in vital support areas must be thoroughly evaluated to establish priorities.

(b) Evaluation: The results of battalion cost reduction programs have been very encouraging. As personnel became conscious of the program and close supervision was established, improvements were obvious. In one battalion, a savings of \$700.00 was made in vehicle dispatch and space heater usage during the reporting period. Savings of \$3000.00 are projected during the remainder of the fiscal year. With increased command emphasis and widespread personnel awareness, definite gains are possible and the mission is not hindered. Serious problems are often created, however, when drastic reductions are made in the funding for support organizations. The burden of such cutbacks is borne not by the support unit, but by the personnel being supported. In particular, site hardening programs have been slowed or abandoned. Badly needed buildings at remote sites cannot be built. Indirectly, a cost reduction program may affect troop morale significantly by imposing extreme hardship.

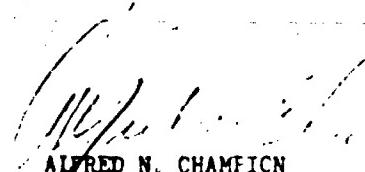
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SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for Period
Ending 31 January 1970, RCS CSFCR-65 (R1) (U)

(c) Recommendation: Fund reductions must consider not only the amount of the savings but also the mission and the conditions of those personnel who will be affected. Remote site locations, limited supplies and services and tactical assignments are factors which should weigh heavily in the decision as to which units will have support reduced. Priorities must be established for fund reduction after basic human needs have been satisfied.

FOR THE COMMANDER:


ALFRED N. CHAMPION
Colonel, ADA
Executive Officer

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EASO-WH (15 Feb 70) 1st Ind

SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for
Period Ending 31 January 1970, RCS CSFOR-65 (a1) (U)

Headquarters, Eighth United States Army, APO 96301 20 Mar 70

TO: Commander in Chief, United States Army, Pacific, AFN: DPOC-DR,
APO 96558

1. (U) This headquarters has reviewed subject report. The following
comments supplement the report.

2. (C) Reference item concerning Sentry Dog handlers, page 11, para
2a. Concur. Requisitions will be submitted beginning 15 March 1970
to fill all those losses projected for September, October and November
1970. In addition, the d02d Military Police Platoon (Dog) has the cap-
ability of training a maximum of 50 students per month.

3. (U) Reference item concerning Winter Driving Hazards at ADA Tactical
Sites, page 12, para 2b(1). Concur.

4. (U) Reference item concerning HAWK March Order procedures, page 12,
para 2b(2). Concur.

5. (U) Reference item concerning Air Defense Systems Integration, page
13, para 2c. Concur. The system integration operation has been a con-
sistent problem in Air Defense units. When properly accomplished, the
system integration operation provides a substitute for voice communications.
The major problem associated with integration is poor data transmission
over land lines or UHF/VHF radio.

6. (U) Reference item concerning Coordination Procedures for Design
and Construction of Specialized Tactical Structures, page 13, para 2e(1).
Concur. Authorization for each project, showing adequate justification,
must be submitted through the Facilities Engineer.

7. (U) Reference item concerning Distribution of Large Numbers of
Diesel Generators Received Under the Closed Loop Program, page 14, para
2e(2). Concur. This recommendation is the result of Dijtia Army direction
the distribution of 45-KW, 400-cycle generators on an item-for-item re-
placement basis. Priority for replacement of 38th Artillery Brigade
assets was determined by the greatest number of operational hours. Before
imposing this control, the Brigade had been retaining generators that
should have been repaired within the command and which did not meet
replacement criteria.

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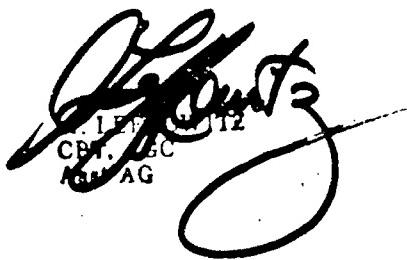
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LAHO-MH (15 Feb 70) 1st Ind

SUBJECT: Operational report of the 3rd Artillery Brigade (A) for
Period Ending 31 January 1970, AJS CSFOR-6^e (sl) (1)

8. (1) Reference item concerning Laundry Service for Korean Augmentation to the United States Army (KATUSA) Personnel, page 15, para 2e(3). Concur. The contract for KATUSA laundry service was terminated based on the unavailability of military laundry facilities. During March 1970, 3d Arty requested major subordinate commanders to review current situation, arrangements for KA, SA personnel and recommend reasonable increments for lifts to maintain the acceptable appearance of KATUSA personnel during their turn-around time.
9. (1) Reference item concerning "Fill or Kill" Requisition Procedure, page 15, para 2e(4). Concur. The "Fill or Kill" system, or method of cancelling requisitions under normal circumstances, is the prerogative of the requisitioner. However, supply conditions that have been disrupted by temporary fund shortages or other similar conditions result in the institution of "Fill or Kill" procedures by the supplier rather than the requisitioner. As long as DA is periodically directed to receive expenditures for procurement of supplies and equipment, occasional "Fill or Kill" expediencies must be instituted. The "Fill or Kill" policy which was placed in effect on 29 August 1969 was lifted on 30 January 1970.
10. (1) Reference item concerning Cost Reduction Program, page 16, para 2e(5). Concur.

FOR THE COMMANDER:



1 FEB 1970
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GPOP-DT (15 Feb 70) 2d Ind (U)

SUBJECT: Operational Report of HQ, 38th Artillery Brigade (AD) for
Period Ending 31 January 1970, RCS CSFOR-65 (R1) (U)

HQ, US Army, Pacific, APO San Francisco 96558 3 APR 1970

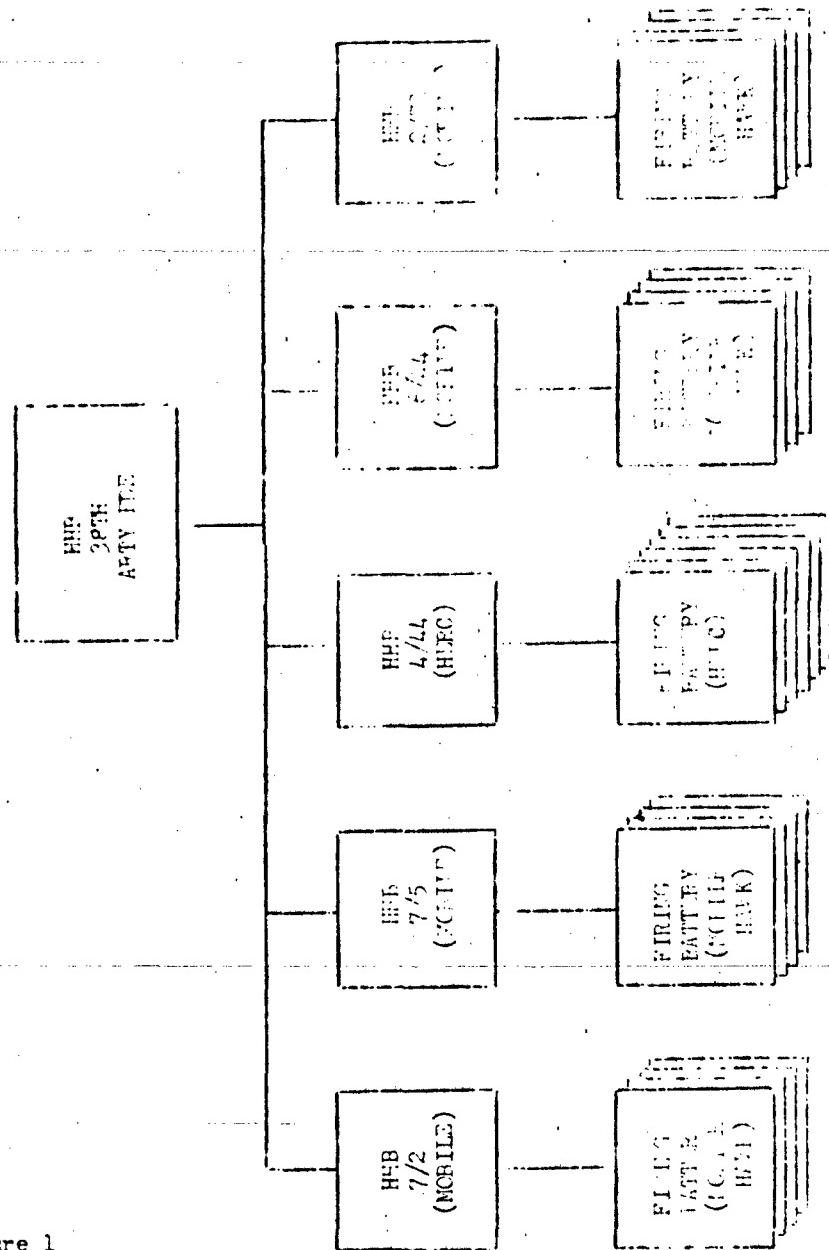
TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

D.D. CLINE
2LT, AGC
Asst AG

ORGANIZATIONAL STRUCTURES OF 38TH ARCTIC MILITARY REGION (ADM)



Inclosure 1

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